

## Message Text

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ACTION AF-10

INFO OCT-01 ISO-00 SS-15 MMO-01 ICA-11 SP-02 PER-01  
ABF-01 AID-05 OC-06 CCO-00 PC-01 /054 W  
-----032823 151124Z /13  
P 150920Z APR 78  
FM AMEMBASSY YAOUNDE  
TO SECSTATE WASHDC PRIORITY 5221  
INFO AMCONSUL DOUALA POUCH

LIMITED OFFICIAL USE SECTION 1 OF 2 YAOUNDE 1901

AF/C FOR AMBASSADOR SMYTHE FROM BILL MITHOEFER

E.O. 11652: NA  
TAGS: AMGT, AODE, CM  
SUBJ: GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)

REF: (A) YAOUNDE 1814, (B) YAOUNDE 1650, (C) STATE 69374  
(D) YAOUNDE 1320, (E) YAOUNDE 1228, (F) 77 STATE 295563,  
(G) 77 STATE 277164, (H) YAOUNDE 5160 AND PREVIOUS

1. SUBJECT TO CONCURRENCE AND/OR CHANGES BY AMBASSADOR SMYTHE, CURRENTLY ON CONSULTATIONS IN THE DEPARTMENT, THE FOLLOWING CONSTITUTES YAOUNDE'S RESPONSE TO REFTEL C.
2. THIS TELEGRAM SHOULD BE READ IN CONTEXT OF CONSTITUTING THE LATEST SUBMISSION IN A PERIODIC REVIEW PROCESS OF MISSION PERSONNEL AND FUNDING LEVELS (REFTELS A,B,D,E, AND PREVIOUS) NECESSARY TO CARRY OUT CURRENT GOALS AND OBJECTIVES (REFTEL F). ALL AGENCY HEADS HAVE BEEN CONSULTED IN ACCORDANCE WITH PROVISIONS PAR\* 3 REFTEL C.
3. A TOTAL MISSION RESOURCE& (OPTIMAL FY 80 LEVELS)

TOTAL PERSONNEL DIRECT HIRE CONTRACT  
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US LOCAL US LOCAL

|                 |        |         |        |   |
|-----------------|--------|---------|--------|---|
| STATE           | 36(8)  | 62(14)  | 3      | 0 |
| AID             | 35(2)  | 26(4)   | 52(30) | 0 |
| ICA             | 5      | 14      | 0      | 3 |
| PC STAFF        | 5(1)   | 4       | 1      | 0 |
| TOTAL(INCREASE) | 81(11) | 106(18) | 56(30) | 3 |

| PROGRAM           | OPTIMAL #       | INCREASE #      |
|-------------------|-----------------|-----------------|
| STATE (TOTAL S&E) | DOLS 1,010,000  | DOLS 395,000    |
| AID               | DOLS 15,287,000 | DOLS 1,601,000  |
| ICA               | DOLS 258,000    | DOLS 45,000     |
| FMS/IMET ##       | DOLS 2,200,000  | DOLS -2,800,000 |
| PC                | DOLS 1,160,000  | DOLS 205,800    |
| SPECIAL SELF HELP | DOLS 108,900    | DOLS 18,900     |
| TOTALS            | DOLS 20,023,900 | DOLS -534,300   |

### INCLUDES PRELIMINARY ESTIMATE OF \$1,887,200 FOR MISSION OPERATING BUDGET (MOB) ADMINISTRATIVE SUPPORT (JAO) ONLY # (BASED ON CURRENT AGREED UPON FOR FY-1980. PERCENTAGES)

|        |                |              |
|--------|----------------|--------------|
| STATE  | DOLS 962,000   | DOLS 366,000 |
| AID    | DOLS 302,000   | DOLS 114,000 |
| ICA    | DOLS 195,000   | DOLS 75,000  |
| PC     | DOLS 20,000    | DOLS 7,500   |
| TOTALS | DOLS 1,479,000 | DOLS 562,500 |

# FIGURES GENERALLY REFLECT 21 PERCENT INCREASES DUE TO ANNUAL INFLATION, ESTIMATED AT 10 PERCENT. ONLY EXCEPTIONS ARE AID PROJECT FUNDS (\$13,400,000) AND FMS.

## IN FY-78 THERE WAS A \$5 MILLION FMS CREDIT PROGRAM. IN FY-79 LIMITED OFFICIAL USE

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THIS WAS CUT TO \$3 MILLION. IT IS HOPED THAT THE \$2 MILLION SHORTFALL IN 1979 FUNDING (SEE 76 STATE 305437) CAN BE RESTORED IN A FINAL TRANCHE OF FMS CREDITS TO BE MADE AVAILABLE IN 1980. FINALLY, ON 4/14/78 THE EMBASSY RECEIVED A WRITTEN REQUEST FOR A 1978-79 IMET PROGRAM FOR TEN TRAINING POSITIONS. WHILE IT MAY BE TOO LATE TO IMPLEMENT THIS PROGRAM IN THE CURRENT FY, IT IS HOPED THAT A MODEST PROGRAM OF \$200,000 CAN BE STARTED IN 1980 TO COINCIDE WITH THE PHASING OUT OF THE FMS CREDIT PROGRAM.

B. STATE - - - MISSION PROPOSED ACTIONS IN IMPLEMENTING ESTABLISHED GOALS AND OBJECTIVES (REFTEL F) HAVE ALREADY BEEN OUTLINED REFTELS D AND E. REFTEL B GIVES MORE DETAILED JUSTIFICATION FOR THE REQUESTED INCREASES IN PERSONNEL. IT IS BELIEVED THAT ALL PERSONNEL ADDITIONS REQUESTED WILL ENABLE THE MISSION TO MORE EFFECTIVELY AND EFFICIENTLY PURSUE THESE GOALS AND OBJECTIVES. IN THIS CONNECTION, OF GREATEST IMPORTANCE IS THE NECESSITY TO HAVE AN ADEQUATELY STAFFED (IN TERMS OF BOTH NUMBERS AND QUALIFICATIONS) JAO. TOO OFTEN IN THE PAST THE EFFICIENT OPERATION OF JAO HAS BEEN HAMPERED BY INSUFFICIENT OR UNQUALIFIED STAFF. THE RESULT HAS ADVERSELY AFFECTED POST MORAL AND PRODUCTIVITY. IT IS HOPED THAT THE DEPARTMENT WILL

ASSIST THE EMBASSY IN CARRYING OUT ITS JAO RESPONSIBILITIES BY  
AUTHORIZING AND ASSIGNING ASAP QUALIFIED PERSONNEL TO HANDLE  
ANTICIPATED STAFF INCREASES. INCREASE OF ONE MID-LEVEL POLITICAL  
OFFICER (AS RECOMMENDED BY 1978 INSPECTOR'S REPORT) AND ONE  
POLITICAL/ECONOMIC SECRETARY WILL STRENGTHEN THE EMBASSY'S  
POLITICAL REPORTING AND PERMIT THE AMBASSADOR AND DCM TO DEVOTE  
MORE TIME TO OVERALL MISSION COORDINATION AND CONTACTS  
WITH GURC OFFICIALS. INCREASED REPORTING REQUIREMENTS, PARTICULARLY  
IN FMS AND LOS, MAKE THE ADDITION OF A POLITICAL OFFICER  
PARTICULARLY ESSENTIAL.-- WITH SUBSTANTIAL INCREASES, PARTICULARLY  
IN AID CONTRACT STRENGTH, THE JAO WILL REQUIRE ADDITIONAL  
POSITIONS TO PROVIDE THE FULL RANGE OF ADMINISTRATIVE SERVICES.  
TWO AMERICAN GSO'S AND 12 TO 14 FSLs IN GENERAL SERVICES  
WOULD BE REQUIRED-- INCREASES IN PERSONNEL IN YAOUNDE REQUIRE MORE  
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SERVICE SUPPORT FROM THE CONSULATE IN DOUALA, PARTICULARLY IN THE  
AREAS OF CUSTOMS CLEARING AND TRANSHIPMENT OF OFFICIAL AND  
PERSONAL SHIPMENTS, COMMUNICATIONS, AND TRAVEL ASSISTANCE. PRESENT  
TWO-OFFICER STAFF WOULD HAVE TO BE AUGMENTED BY A JUNIOR FSO OR  
FSS GSO/C&R SPECIALIST.

-- ESTABLISHMENT OF RSO OFFICE WILL REQUIRE ASSIGNMENT OF AN RSO  
AND AN AMERICAN SECRETARY.

AID - - - RESOURCES ARE DIRECTED AT IMPROVING THE QUALITY OF LIFE OF

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ACTION AF-10

INFO OCT-01 ISO-00 SS-15 MMO-01 ICA-11 SP-02 PER-01

ABF-01 AID-05 OC-06 CCO-00 PC-01 /054 W

-----033301 151123Z /11

P 150920Z APR 78

FM AMEMBASSY YAOUNDE

TO SECSTATE WASHDC PRIORITY 5222

INFO AMCONSUL DOUALA POUCH

LIMITED OFFICIAL USE SECTION 2 OF 2 YAOUNDE 1901

AF/C FOR AMBASSADOR SMYTHE FROM BILL MITHOEFER

THE MORE DISADVANTAGED MEMBERS OF CAMEROONIAN SOCIETY BY SUPPORTING GURC EFFORTS TO MEET BASIC HUMAN NEEDS SUCH AS YEAR-ROUND SOURCES OF POTABLE WATER OR INDIRECTLY THROUGH THE ESTABLISHMENT OF INSTITUTIONAL LINKS BETWEEN THE POOR AND THE MODERN SECTOR INSTITUTIONS RELEVANT TO THEIR NEEDS.

--WHILE THE LEVEL OF FUNDING FOR FY-1980 WILL BE SUBSTANTIALLY THE SAME AS FOR FY-1978, THE ALLOCATION OF FUNDS WILL SHIFT FROM THIS YEAR'S CONCENTRATION ON SPECIAL DEVELOPMENT PROBLEMS (TRANSCAM III) TO THE HEALTH, AGRICULTURE AND EDUCATION SECTORS. PRIME CONCERNS ARE INCREASING INCOMES AND THE QUALITY OF LIFE AMONG THE RURAL POOR. THIS WILL ENTAIL CONTINUING EMPHASIS ON IMPROVING FOOD CROP PRODUCTION, HEALTH EDUCATION AND SUPPORTING ACCESS TO BASIC HEALTH SERVICES. NEW EMPHASIS WILL INCLUDE SUBSTANTIAL ASSISTANCE AIMED AT UNIVERSITY TRAINING IN DEVELOPMENT-RELATED SKILLS. THE FOCUS OF PROGRAMMING TO MEET THE NEEDS OF THE URBAN POOR WILL BROADEN FROM LOW COST HOUSING TO INCLUDE THE DEVELOPMENT OF COMMUNITY SERVICES AND GENERATION OF EMPLOYMENT IN SMALL ENTERPRISES AND WILL EXTEND TO SECONDARY CITIES IN ADDITION TO DOUALA AND YAOUNDE. THE OVERALL PROGRAM GOAL IS TO SUPPORT PROGRAMS WHICH BOTH DEVELOP THE ECONOMY AND DIRECTLY IMPROVE THE LIVES OF THE POOREST CAMEROONIANS.

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--THE PROJECTED INCREASE IN TWO DIRECT HIRE, FOUR FSL, AND 30 AMERICAN CONTRACT PERSONNEL IS NECESSARY TO CARRY OUT BHN PROJECTS AND TO MAKE POSSIBLE THE SUBSTANTIAL INCREASE IN UNIVERSITY TRAINING.

ICA--OBJECTIVE TO SUPPORT MISSION GOALS THROUGH INFORMATION, EXCHANGE, AND GENERAL CULTURAL PROGRAMMING, AND TO DEVELOP UNIVERSITY LINKAGES. INFORMATION PROGRAMS ARE PARTICULARLY IMPORTANT BECAUSE THERE ARE NO AMERICAN WISE SERVICES REPRESENTED IN CAMEROON. UNIVERSITY LINKAGES WILL BE PROMOTED THROUGH PROFESSOR AND CONSULTANT EXCHANGES. CULTURAL PROGRAMMING IS DESIGNED TO PROVIDE OPPORTUNITIES FOR DIALOGUE INVOLVING MISSION OFFICERS AND TARGET AUDIENCES ON SIGNIFICANT ISSUES THAT FACE BOTH THE UNITED STATES AND CAMEROON. PROGRAMMING AND PUBLICATIONS ARE DESIGNED TO CREATE UNDERSTANDING OF AMERICAN POLICIES AND AMERICAN SOCIETY AND IN FORMAT THEY SUPPORT OFFICIAL GURC POLICY OF BILINGUALISM. NO INCREASE IN EITHER BUDGET OR STAFF ARE CONTEMPLATED.

PC--PROGRAMS AND PROJECTS DESIGNED TO FURTHER EMPHASIS ON BHN (BASIC HUMAN NEEDS) IN CAMEROON, INCLUDING FOOD CULTIVATION, WOMEN IN DEVELOPMENT, AND HEALTH WILL BE SUBSTANTIALLY INCREASED. BY FY-1980 A PROJECTED 140 PLUS VOLUNTEERS WILL BE IN CAMEROON. BECAUSE OF THE NEW EMPHASIS ON HEALTH, AN

ASSOCIATE DIRECTOR FOR HEALTH WOULD BE ADDED TO PC STAFF.

C. FIVE PERCENT

PERSONNEL CUTS:

DIRECT HIRE AMERICAN 3  
DIRECT HIRE LOCAL 4  
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CONTRACT AMERICAN 3  
CONTRACT LOCAL 1

FUNDING CUTS:

PROGRAM DOLS 725,000  
ADMIN SUPPORT DOLS 40,000

PROGRAMS/PERSONNEL TO BE CUT: SAVING

| PERSONNEL                                                                     | DOLS                                    |
|-------------------------------------------------------------------------------|-----------------------------------------|
| 1. AID ELIMINATE TRAINING POSITIONS<br>AND CURTAIL EDUCATION PROGRAM<br>1 FSL | 2 AMERICAN IDI'S<br>3 AMERICAN CONTRACT |
| 2. AID DEFER FUNDING PROGRAMMED<br>FOR CONTRACT PROJECT PERSONNEL             | 670,000                                 |
| 3. ICA ELIMINATE 2 IV GRANTS                                                  | 8,000                                   |
| 4. PC PHASE OUT 11 PCV TEFEL TEACHERS                                         | 47,000                                  |
| 5. STATE ELIMINATE 1 AMERICAN C&R, 3<br>GSO FSLs, AND 1 LOCAL CONTRACT        | 40,000                                  |

D. TEN PERCENT (ALL OF FOLLOWING ARE ADD-ONS TO FIVE PERCENT,  
EXCEPT FOR STATE DEPT).

PERSONNEL CUTS:

DIRECT HIRE AMERICAN 5  
DIRECT HIRE LOCAL 8 (PLUS 1 PIT)  
CONTRACT AMERICAN -  
CONTRACT LOCAL -

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FUNDING CUTS:

PROGRAM DOLS 1,533,734  
ADMIN SUPPORT DOLS 139,015

PROGRAMS/PERSONNEL TO BE CUT:

SAVING  
PERSONNEL DOLS

1. AID COMPLETELY ELIMINATE TRAINING 1 AMERICAN IDI  
POSITIONS AND FURTHER CURTAIL EDUCATION 1 AMERICAN DIRECT  
HIRE

PROGRAM; REDUCE LOCAL SECRETARIAL STAFF 1 FSL 4,000

2. AID ELIMINATE OR DEFER FUNDS  
EARMARKED FOR EDUCATION SECTOR PROGRAM 1,400,000

3. ICA ELIMINATE BPAO POSITION IN 1 FSIO 44,000  
DOUALA; CURTAIL DOUALA LOCAL STAFF 1 FSL

4. PC COMPLETELY ELIMINATE TEFL 47,000  
TEACHERS PROGRAM BY CUTTING 10 PCVS;  
REDUCE WILDLIFE PROGRAM BY CUTTING  
ONE WILDLIFE VOLUNTEER POSITION

5. STATE ELIMINATE CONSULATE IN 2 FSOS 177,749  
DOUALA (BUT RETAIN YAOUNDE AMERICAN 6 FSL  
C&R AND FSL'S) 1 FSL PIT

FOR FURTHER DISCUSSION OF THESE POSSIBLE REDUCTIONS AND THE  
EFFECT THEY WOULD HAVE ON MISSION OPERATIONS SEE REFTEL A.

MITHOEFER

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NNN

## Message Attributes

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**Capture Date:** 01 jan 1994  
**Channel Indicators:** n/a  
**Current Classification:** UNCLASSIFIED  
**Concepts:** n/a  
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**Decaption Date:** 01 jan 1960  
**Decaption Note:**  
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**Disposition Approved on Date:**  
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**Disposition Comment:** 25 YEAR REVIEW  
**Disposition Date:** 20 Mar 2014  
**Disposition Event:**  
**Disposition History:** n/a  
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**Reference:** 78 YAOUNDE 1814, 78 YAOUNDE 1650, 78 STATE 69374, 78 YAOUNDE 1320, 78 YAOUNDE 1228, 77 STATE 295563  
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**Review Event:**  
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**Review Release Date:** N/A  
**Review Release Event:** n/a  
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**SAS ID:** 2957215  
**Secure:** OPEN  
**Status:** NATIVE  
**Subject:** GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)  
**TAGS:** AMGT, AODE, CM  
**To:** STATE  
**Type:** TE  
**vdkgvwkey:** odb://SAS/SAS.dbo.SAS\_Docs/a71728ad-c288-dd11-92da-001cc4696bcc  
**Review Markings:**  
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Declassified/Released  
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20 Mar 2014  
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